

ECONOMIC GROWTH AND REGENERATION COMMITTEE

AGENDA



24 January 2023

at 10.00 am

in Committee Room 'B'
at the Civic Centre, Hartlepool.

MEMBERS: ECONOMIC GROWTH AND REGENERATION SERVICES COMMITTEE

Councillors Brown, Clayton, Feeney, Hargreaves, Lindridge, Loynes and Young

1. **APOLOGIES FOR ABSENCE**

2. **TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

3. **MINUTES**

3.1 Minutes of the meeting held on 13 January 2023 (*to follow*).

4. **BUDGET AND POLICY FRAMEWORK**

None

5. **KEY DECISIONS**

None

6. **OTHER ITEMS REQUIRING DECISION**

6.1 Procurement Social Value Statement of Intent (*Managing Director*)

6.2 Inclusive Growth Strategy 2022 – Action Plan (*Assistant Director –
Development and Growth*)

CIVIC CENTRE EVACUATION AND ASSEMBLY PROCEDURE

In the event of a fire alarm or a bomb alarm, please leave by the nearest emergency exit as directed by Council Officers. A Fire Alarm is a continuous ringing. A Bomb Alarm is a continuous tone.

The Assembly Point for everyone is Victory Square by the Cenotaph. If the meeting has to be evacuated, please proceed to the Assembly Point so that you can be safely accounted for.

7. ITEMS FOR INFORMATION

None

Date of next meeting – 28 February 2023 at 10.00 a.m.



ECONOMIC GROWTH AND REGENERATION COMMITTEE

24 January 2023



Report of: Managing Director

Subject: PROCUREMENT SOCIAL VALUE STATEMENT OF
INTENT

1. TYPE OF DECISION/APPLICABLE CATEGORY

Non-key decision.

2. PURPOSE OF REPORT

- 2.1 The purpose of this Statement is to ensure that Social Value principles are applied in a way that enables the council to maximise economic, social and environmental benefits for Hartlepool and its citizens.
- 2.2 Social Value presents an opportunity for all people, businesses and organisations in Hartlepool to achieve more towards our shared Hartlepool Council Plan.
- 2.3 When we make decisions about spending money, or when we design and deliver services, we can each do this in a way that balances value for money and is delivered in a way that maximises positive social, economic and environmental impacts for our community.
- 2.4 We are mindful that HBC delivers a wide range of services which in themselves provide social value to individuals and communities within Hartlepool. Through this statement of intent we will drive social value to be at the forefront of our minds when delivering services, leading by example. It is proposed this to be the first phase of the development of the Council's social value policy. We will focus in the first instance on our commissioning and procurement practices and review the effectiveness of this.

3. BACKGROUND

- 3.1 At a previous Council meeting the following motion was referred to the Economic Growth & Regeneration Committee for consideration:

Council notes that: The jobs crisis in Hartlepool is stark. The percentage of our population that is economically active is lower than both the national and regional average and unemployment is high than both the national and regional average. Our town is routinely reported as having one of the highest or indeed the highest unemployment rate in the UK. We believe that urgent action is needed and in the absence of meaningful support from elsewhere, the council can and must do more.

Council therefore, resolves that:

- *Every proposal for capital expenditure will now come with an economic impact assessment that will give a detailed estimate of how many Hartlepool based jobs the proposal will create.*
- *Procurement procedures for the authority are reviewed and reformed to improve the social value of all tenders/quick quotes, including trebling the value weighting for social value to 30%, which is fixed.*
- *The use of ‘fire and re-hire’ within the authority is banned and that the council will actively promote those local employers who similarly refuse to use this disgusting practice.*

As the largest employer and one of the biggest economic drivers in Hartlepool we must put our town first in everything that we do to ensure that every resident has the opportunity for good, well paid employment to support them and their families. The money this council spends is Hartlepool’s money. The jobs this money creates must benefit our town and its people.

- 3.2 A report was previously considered by the Economic Growth and Regeneration Committee in March 2022 whereby the Committee approved the proposal to set up an officers working group to look into the first two elements of the motion and noted the feedback on ‘fire and re-hire’ practice.

4.0 ECONOMIC IMPACT ASSESSMENT

- 4.1 In order to monitor the Economic Impact of council spend it is proposed that each major regeneration capital expenditure project proposal will outline in quantifiable terms:

- (1) The number of jobs (Full Time and Part Time) that will be directly created from the proposed capital investment project
- (2) The number of jobs (Full Time and Part Time) that will be indirectly created from the proposed capital investment project
- (3) The value of other direct and indirect benefits that will result from the project including:
 - i. the gross financial contribution (GVA) to the local economy both directly and indirectly e.g. through supply chain
 - ii. the number of training opportunities for local unemployed residents
 - iii. the number of work placements for students in education

- iv. the number of apprentice starts

5.0 SOCIAL VALUE

5.1 Social value is defined in the Public Services (Social Value) Act 2012 as economic, social and environmental wellbeing

- Is not just 'social' value; it means creating **social, economic and environmental** benefit – for people, for the local economy and for the physical environment'.
- Involves a **measurable** change for the better.
- Is achieved by **sharing resources and working together**.
- Redefines "value for money" from cost-saving to **value adding**.
- It usually means **going beyond** the core purpose of a service or an organisation's core mission.

5.2 The term 'Social Value' is increasingly used across all sectors to describe the **total positive impact** of an organisation or a project, HBC wishes to promote Social value as having a positive impact on an individual or a community, providing additionality alongside value for money.

5.3 Over the next calendar year we will focus on strengthening our commissioning processes to ensure that social value is at the embedded within our procurement practices.

5.4 HBC currently spends approximately £120 million per year with external suppliers in revenue and capital expenditure. With regards to the amount HBC spend with local companies, the last analysis completed was at the end of the financial year 2021/22. This had 3 categories:

- £40.1M (33.5%) - Hartlepool based spend
- £61.6M (51.5%) - Tees Valley spend
- £82.0M (68.5%) - North East Region (e.g. North Yorkshire to Northumberland)

6.0 STATEMENT OF INTENT

6.1 Hartlepool Council aspires that Hartlepool will be a place:

- Where people are enabled to live healthy, independent and prosperous lives
- Where those who are vulnerable will be safe and protected from harm
- Of resilient and resourceful communities with opportunities for all
- That is sustainable, clean, safe and green
- That has an inclusive and growing economy
- With a council that is ambitious, fit for purpose and reflects the diversity of its community

6.2 Our social value aims and objectives support the achievement of our council plans:

- Reducing poverty and inequality
- Enhancing community economic and social wellbeing
- Increasing the town’s resilience and environmental sustainability

6.3 The council is committed to making Hartlepool a better place to live and improve lives, this statement aims to utilise social value within our contracts for the best of residents in Hartlepool.

7. SOCIAL VALUE GUIDING PRINCIPLES

7.1 The Public Services (Social Value) Act helps to enable businesses of all sizes, from all sectors, to participate in procurement exercises. The core requirement of the Act is that the council needs to consider social value in its commissioning and procurement activity. In doing so, it is vital that in seeking social value outcomes the council will:

- Be clear on what social value is whilst allowing officers to retain flexibility in deciding which outcomes should be included in procurements to ensure relevance and proportionality.
- Apply meaningful weightings for social value in applicable tenders to ensure that it can be a differentiating factor when evaluating bids
- Promote business opportunities as widely as is viable, to allow all types of providers, including social enterprises, voluntary organisations, SMEs, and microbusinesses (collectively termed “smaller providers”), to access the information they need to be able to tender in a timely way.
- Hold “pre-tender” awareness events wherever possible.
- Work to ensure smaller providers are not disadvantaged by the council’s commissioning and procurement processes, whilst at the same time not over-burdening small businesses with bureaucracy resulting in them not tendering for HBC contracts.
- Look at a variety of contract models which offer opportunities to smaller providers, such as through lotting strategies which split tenders into smaller contracts. It is vital that there is a balance between minimising costs and acknowledging the importance of social value.

7.2 The effectiveness of this statement will be monitored on an annual basis through a report to Finance and Policy Committee. It will include:

- Any activity that generates a measurable social, economic or environmental impact should be captured in Social Value reporting.
- We will prioritise quality over quantity, placing greater emphasis on non-monetary measurement of value,
- We will provide an annual report to Finance and Policy Committee detailing the Social Value delivered through our activities, both in qualitative and quantitative terms.

- Information will also be provided in the procurement quarterly updates to Finance and Policy Committee against each major regeneration capital contracts,

7.3 It is expected that social value is included within the regular contract monitoring for all council contracts. Each commissioning team will need to establish this at the contract agreement stage to ensure that social value is captured from the beginning of the contract.

7.4 We will develop an annual social value position statement that will be presented to Finance and Policy Committee that will provide an update on the implementation of this Statement of Intent setting out achievements and deliverables. The responsibilities for implementation will be undertaken by the following:

Finance and Policy Committee – to scrutinise the effectiveness of the council’s procurement practices in relation to social value

CMT – will receive annual reports before submission to F&P

Corporate Procurement team will provide advice and input into implementation of the statement and deliver the action plan

Capital Programme Board - will have responsibility for ensuring impact assessments re: capital expenditure are completed

A Corporate procurement group (representatives from departments) will be established to share best practice and provide a consistent corporate approach, and mandatory training will also be provided.

7.5 In order to promote and monitor social value, a number of key activities will be part of implementing the Social Value Statement:

- We will take an integrated approach to commissioning and procurement, building Social Value into service design from the very start of any commissioning process.
- All directorates/ departments to maximise early market engagement as part of their commissioning activity.
- Every major capital regeneration project will now come with an economic impact assessment that will give a detailed estimate of how many Hartlepool based jobs the proposal will create.
- Social value to be considered in the development of commissioning and procurement strategies and reflected in appropriate decision making governance.
- Social value to be a key feature of the commercial training delivered to internal stakeholders involved in commissioning and procurement activity.
- Social value will be a key feature of supplier information or training on “how to do business with the council”

- Social value will be embedded in contract documents and performance management frameworks, Social Value outcomes and key performance indicators will be incorporated as core contract outcomes.
- In tender evaluation processes we will allocate Social Value 10% of the overall score

7.6 All departments will seek verifiable social value outcomes that:

- Are relevant to the purpose of the commissioning or service delivery.
- Are delivered within the geographical scope of the contract.
- Can legitimately be included in contract specifications or service plans.
- Contribute to achieving the council's priorities as laid out in Hartlepool's council plan
https://www.hartlepool.gov.uk/downloads/file/6941/council_plan_202122_-_202324

7.7 At the start of a commissioning activity the council should develop service specifications and/or existing service designs that identify:

- Why is the service being commissioned; what is the need?
- What is the best form of community or service-user engagement or consultation? Consideration should be given to how service users can actively participate in the designing, delivery and quality-monitoring of their service.
- Which social value outcomes we need to achieve from the commission?

8. FINANCIAL CONSIDERATIONS

8.1 The council spends approximately £120m per year with external suppliers in revenue and capital expenditure. This makes social value very important to our commissioning practices. By recognising the social value in what suppliers can provide through all stages of the commissioning cycle, the council can maximise the benefits achieved by the money it spends.

9. LEGAL CONSIDERATIONS

9.1 The Social Value Act came into force on 31st January 2013 and places a duty on public bodies to consider social value before procuring goods and services. This means that public bodies must consider how what is being procured can help improve economic, social and environmental well-being. In combination with the Localism Act 2011, it permits public bodies to focus on the Gross Value Added (GVA) locally. As well as local authorities, the Act applies to government departments, NHS Trusts, NHS Commissioners, fire and rescue services and housing associations.

9.2 The Act applies only to services contracts above the relevant EU threshold (£189,330). However this policy recommends we apply the principles of the Act to goods and works contracts as well, and to apply the principles and in

many cases the practice, of the act to procurement of much lower contract values than the EU threshold.

10. CONSULTATION/ENGAGEMENT

10.1 Social Value Policy / statement of intent will be presented to Finance & Policy Committee for adoption and members of the Economic Growth & Regeneration Committee will be invited to take part in the debate along with approval for the establishment of a Corporate Procurement Group to take forward the following:

- Share this statement with all staff – briefings with Managers to be undertaken
- Implement social value training for all Managers and those officers involved in procurement & commissioning (across the council)
- Review a sample of current contracts to understand baseline of social value activity and whether this is being monitored/ evaluated properly
- Review how social value question is currently evaluated/ scored and make recommendations for any improvements
- Embed social value in contract monitoring

11.0 OTHER CONSIDERATIONS

11.1 Other considerations will be considered as part of the procurement of services.

CHILD AND FAMILY POVERTY	Not applicable
EQUALITY AND DIVERSITY	Not applicable
STAFF CONSIDERATIONS	Not applicable
ASSET MANAGEMENT	Not applicable
ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE	Not applicable

12. RECOMMENDATIONS

12.1 Members are asked to consider and comment on the report and refer the this Statement of Intent to Finance and Policy Committee for adoption within the council's contract procedure rules

10. REASONS FOR RECOMMENDATIONS

10.1 In response to Council motion referred to in section 3.1 above

11. BACKGROUND PAPERS

11.1 NEPO Member authority visit report 2021/2022

12. CONTACT OFFICERS

Denise McGuckin
Managing Director

Sign Off:-

Director of Resources and Development

Chief Solicitor

Appendix – Examples of social value activities that may be included within tender submissions

Economic responses might include:

- Creating jobs for local people
- Progressing towards paying a living wage
- Supporting young people into apprenticeships or internships for vulnerable adults
- Using local suppliers and supporting a local supply chain
- Investing in local SME businesses
- Providing training or apprenticeship schemes
- Promoting opportunities to work with local voluntary and community organisations

Social responses might include:

- Improving the health and wellbeing of local residents and employees
- Helping local charities and community groups
- Championing ethical supply e.g. Fair Trade
- Promoting social integration and community engagement e.g. involving local residents
- Promoting local culture and heritage
- Creating volunteering opportunities
- Promoting safeguarding and the welfare of children, young people and vulnerable adults

Environmental responses might include:

- Reducing energy and fuel consumption in the provision of the contract
- Minimising waste through re-use and recycling
- Using environmentally friendly goods to minimise pollution
- Saving energy e.g. using energy efficient lighting and equipment
- Promoting initiatives which retain, protect or enhance the local natural environment
- Incorporating sustainability considerations into your supply chain

ECONOMIC GROWTH & REGENERATION COMMITTEE

Tuesday 24th January



Report of: Assistant Director (Development & Growth)

Subject: INCLUSIVE GROWTH STRATEGY 2022 - ACTION PLAN

1. TYPE OF DECISION/APPLICABLE CATEGORY

1.1 Non Key Decision – direct consequence of a previous key decision, Forward Plan reference CE 80/22

2. PURPOSE OF REPORT

2.1 To provide the Economic Growth and Regeneration Committee with an updated version of the Action Plan for the Inclusive Growth Strategy 2022-2025 and seek approval prior to adoption and publication.

3. BACKGROUND

3.1 At the Economic Growth Committee on 19th July 2022 the Inclusive Growth Strategy and Action Plan, setting out Hartlepool's economic priorities and growth in the coming years, was presented after extensive consultation with local stakeholders and businesses.

3.2 The strategy is developed around three broad themes:

1. Developing people
2. Developing place
3. Developing business

3.3 To deliver the three themes, a ten point action plan was also presented with identified projects and initiatives.

3.4 The Economic Growth and Regeneration Committee discussed and agreed with the content and themes of the strategy and ten point plan, members did however ask for more detail in the accompanying Action Plan, in particular clear and detailed targets and timescales.

3.5 A revised version of the action plan was presented to committee on Tuesday 29th November, however there was a debate about the robustness of any

target setting as some members considered this may result in unrealistic targets, given the uncertainty of the economy at present.

- 3.6 A further revised version of the action plan has therefore been produced with some format changes to ensure targets and timescales are clear for members.
- 3.7 Members are advised that although targets have been developed to be as ambitious (yet realistic) as possible, are likely to be impacted by on-going uncertain economic conditions that are outside of the Council's Economic Growth Team's control.

4.1 PROPOSALS

- 4.1 The Action plan (Appendix 1) has been updated to include more precise targets with timescales for delivery.

5. RISK IMPLICATIONS

- 5.1 N/A

6. FINANCIAL CONSIDERATIONS

- 6.1 N/A

7. LEGAL CONSIDERATIONS

- 7.1 N/A

8. CONSULTATION

- 8.1 Consultation has taken place with businesses and stakeholders through various methods including an Economic Regeneration & Tourism Forum, a survey and interviews.

9. CHILD AND FAMILY POVERTY (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)

10. EQUALITY AND DIVERSITY CONSIDERATIONS (IMPACT ASSESSMENT FORM TO BE COMPLETED AS APPROPRIATE.)

11. STAFF CONSIDERATIONS

11.1 N/A

12. ASSET MANAGEMENT CONSIDERATIONS

12.1 N/A

13. ENVIRONMENT, SUSTAINABILITY AND CLIMATE CHANGE CONSIDERATIONS

13.1 N/A

14. RECOMMENDATIONS

14.1 The Economic Growth and Regeneration Committee is asked to review, agree and endorse the updated version of the Action Plan for the Inclusive Growth Strategy 2022-2025.

15. REASONS FOR RECOMMENDATIONS

15.1 The updated version of the Action Plan has been updated following feedback from the Economic Growth and Regeneration Committee at its last meeting.

16. BACKGROUND PAPERS

16.1 Inclusive Growth Strategy Action Plan.

17. CONTACT OFFICERS

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AUTHOR OF REPORT

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Sign Off:-

Director of Resources and Development

Chief Solicitor

APPENDIX 1 - POVERTY IMPACT ASSESSMENT FORM

1. Is this decision a Budget & Policy Framework or Key Decision?				
YES				
2. Will there be an impact of the decision requested in respect of Child and Family Poverty? YES				
GROUP	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Young working people aged 18 - 21	✓			Employment and skills opportunities
Those who are disabled or suffer from illness / mental illness			✓	
Those with low educational attainment	✓			As above
Those who are unemployed	✓			As above
Those who are underemployed	✓			As above
Children born into families in poverty			✓	
Those who find difficulty in managing their finances			✓	
Lone parents			✓	
Those from minority ethnic backgrounds			✓	
Poverty is measured in different ways. Will the policy / decision have an impact on child and family poverty and in what way?				
Poverty Measure (examples of poverty measures appended overleaf)	POSITIVE IMPACT	NEGATIVE IMPACT	NO IMPACT	REASON & EVIDENCE
Overall employment rate	✓			
Proportion of young people who are NEET	✓			
Number of affordable homes built			✓	

Overall impact of Policy / Decision			
NO IMPACT / NO CHANGE	✓	ADJUST / CHANGE POLICY / SERVICE	
ADVERSE IMPACT BUT CONTINUE		STOP / REMOVE POLICY / SERVICE	
Examples of Indicators that impact of Child and Family Poverty.			
Economic			
Children in Low Income Families (%)			
Children in Working Households (%)			
Overall employment rate (%)			
Proportion of young people who are NEET			
Adults with Learning difficulties in employment			
Education			
Free School meals attainment gap (key stage 2 and key stage 4)			
Gap in progression to higher education FSM / Non FSM			
Achievement gap between disadvantaged pupils and all pupils (key stage 2 and key stage 4)			
Housing			
Average time taken to process Housing Benefit / Council tax benefit claims			
Number of affordable homes built			
Health			
Prevalence of underweight children in reception year			
Prevalence of obese children in reception year			
Prevalence of underweight children in year 6			
Prevalence of obese children in reception year 6			
Life expectancy			

EQUALITY AND DIVERSITY IMPACT ASSESSMENT FORM

Department	Division	Section	Owner/Officer	
<i>Resources and Development</i>	Develop ment and Growth	<i>Economic Growth</i>	<i>Michael Beirne</i>	
Service, policy, practice being reviewed/changed or planned	Inclusive Growth Strategy			
Why are you making the change?	<i>The</i>			
How might this impact (positively/negatively) on people who share protected characteristics?				
			<i>Please tick</i>	
			POSITIVELY	NEGATIVELY
Age			✓	✗
N/A				
Disability				
N/A				
Gender Re-assignment				
N/A				
Race				
N/A				
Religion				
N/A				
Gender				
N/A				
Sexual Orientation				

N/A			
Marriage & Civil Partnership			
N/A			
Pregnancy & Maternity			
N/A			
Has there been consultation /is consultation planned with people who will be affected by this policy? How has this affected your decision making?		N/A	
As a result of your decision how can you mitigate negative/maximise positive outcomes and foster good relationships?		N/A	
Describe how you will address and monitor the impact		1. No Impact - No Major Change	
		N/A	
		2. Adjust/Change Policy	
		N/A	
		3. Adverse Impact but Continue as is	
		N/A	
		4. Stop/Remove Policy/Proposal	
		N/A	
Initial Assessment	5/10/2022	Reviewed	N/A
Completed	5/10/2022	Published	5/10/2022

Hartlepool Inclusive Growth Strategy - Summary Action Plan

1. Developing a Vibrant Creative Quarter (or 'Production Village')						
Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Develop and establish the concept of a Production Village regeneration area that capitalises on the new Film and TV Studios development	Northern School of Art TVCA NESIP	March 2025	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Map out current property ownership in the area, identify barriers to development and opportunities linked to the Production Village regeneration area	Existing occupiers Property owners Property investors	March 2023	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Promote the creative quarter as a desirable location for potential investors across a range of commercial, leisure, housing, community and education uses	Existing occupiers Property owners Property investors	March 2025	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Continue to operate The BIS as a managed workspace for creative businesses and look at opportunities to strengthen	Creative sector businesses	Ongoing	Increase business start up rate to be in line with or better than Tees Valley	ONS (% of total business count)	12.1% Hartlepool 13.2% Tees Valley (Dec 2020)	25 additional new start businesses

6.2 Appendix

its proposition linked to Production Village			Positive employment jobs growth in line with or better than Tees Valley	No of jobs available per 100 working age population	60 Hartlepool, 72 Tees Valley (2019)	39,900 (2025) or 2,300 additional jobs p.a.
Develop and deliver a programme of events to raise the profile of the creative quarter/production village	Creative sector businesses Northern School of Art	March 2025	Increase business start up rate to be in line with or better than Tees Valley Increase productivity in businesses to be in line with or better than Tees Valley	ONS (as % of total business count) Gross Value Added (GVA)	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) £44,537 Hartlepool, £49,165 Tees Valley (2019)	25 additional new start businesses £49,165 or increase by £4,628 (2025)
Establish a business forum for the creative quarter / Production Village	Creative sector businesses	April 2023	Increase productivity in businesses to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	Gross Value Added (GVA) ONS (UK Business Count) Number of businesses per 10,000 population	£44,537 Hartlepool, £49,165 Tees Valley (2019) 2,275 (2021) 245 Hartlepool 260 Tees Valley (2021)	£49,165 or increase by £4,628 (2025) 2,416 (2025) or 47 net additional business p.a. 260 (2025)

2. Supporting creative businesses

Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Establish and service a creative/cultural sector forum	Creative sector businesses TVCA NSoA	April 2023	Increase productivity in businesses to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	Gross Value Added (GVA) ONS (UK Business Count)	£44,537 Hartlepool, £49,165 Tees Valley (2019) 2,275 (2021) 245 Hartlepool	£49,165 or increase by £4,628 (2025) 2,416 (2025) or 47 net additional business p.a. 260 (2025)

6.2 Appendix

				Number of businesses per 10,000 population	260 Tees Valley (2021)	
Organise networking events/mechanisms for creative professionals	Creative sector businesses Northern School of Art	March 2024	Increase productivity in businesses to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	Gross Value Added (GVA) ONS (UK Business Count) Number of businesses per 10,000 population	£44,537 Hartlepool, £49,165 Tees Valley (2019) 2,275 (2021) 245 Hartlepool 260 Tees Valley (2021)	£49,165 or increase by £4,628 (2025) 2,416 (2025) or 47 net additional business p.a. 260 (2025)
Develop and seek funding for creative sector-specific business support packages	TVCA	March 2025	Increase business start up rate to be in line with or better than Tees Valley Reduce business failure rate to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley Increase productivity in businesses to be in line with or better than Tees Valley	ONS (% of total business count) New business survival rate (3 years) ONS (UK Business Count) Number of businesses per 10,000 population Gross Value Added (GVA)	12.1%, Hartlepool, 13.2% Tees Valley (Dec 2020) 50% Hartlepool 54% Tees Valley (2019) 2,275 (2021) 245 Hartlepool 260 Tees Valley (2021) £44,537 Hartlepool, £49,165 Tees Valley (2019)	25 additional new start businesses 24 more businesses surviving after 3 years 2,416 (2025) or 47 net additional business p.a. 260 (2025) £49,165 or increase by £4,628 (2025)

6.2 Appendix

Assess opportunities for the development of further creative business accommodation	TVCA	January 2024	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Establish better links between education providers and creative industries to develop career opportunities in the sector	Northern School of Art HCFE Schools Creative businesses	July 2023	Increase business start up rate to be in line with or better than Tees Valley Positive employment jobs growth in line with or better than Tees Valley	ONS (% of total business count) No of jobs available per 100 working age population	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) 60 Hartlepool 72 Tees Valley (2019)	25 additional new start businesses 39,900 (2025) or 2,300 additional jobs p.a.

3. A business support strategy

Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Identify any gaps in the provision of business support services available in Hartlepool, and consider opportunities to address the gaps	Business support providers TVCA	January 2023	Increase business start up rate to be in line with or better than Tees Valley Reduce business failure rate to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	ONS (% of total business count) New business survival rate (3 years) ONS (UK Business Count) Number of businesses per 10,000 population	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) 50% Hartlepool 54% Tees Valley (2019) 2,275 (2021) 245 Hartlepool 260 Tees Valley (2021)	25 additional new start businesses 24 more businesses surviving after 3 years 2,416 (2025) or 47 net additional business p.a. 260 (2025)

6.2 Appendix

Continue to provide support to start-ups, existing businesses and inward investors through the Council's Economic Growth Team	Business support providers	Ongoing	Increase business start up rate to be in line with or better than Tees Valley Positive employment jobs growth in line with or better than Tees Valley	ONS (% of total business count) No of jobs available per 100 working age population	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) 60 Hartlepool 72 Tees Valley (2019)	25 additional new start businesses 39,900 (2025) or 2,300 additional jobs p.a.
Develop a proactive engagement and events plan to ensure more businesses benefit from existing businesses support services	Business support providers TVCA	March 2025	Increase productivity in businesses to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	Gross Value Added (GVA) ONS (UK Business Count) Number of businesses per 10,000 population	£44,537 Hartlepool, £49,165 Tees Valley (2019) 2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	£49,165 or increase by £4,628 (2025) 2,416 (2025) or 47 net additional business p.a. 260 (2025)
Undertake a study to understand why Hartlepool has a higher proportion of business deaths from age 3 years onwards and look at options to address the issues identified	Business support providers	May 2023	Increase business start up rate to be in line with or better than Tees Valley Reduce business failure rate to be in line with or better than Tees Valley	ONS (% of total business count) New business survival rate (3 years)	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) 50% Hartlepool 54% Tees Valley (2019)	25 additional new start businesses 24 more businesses surviving after 3 years
Develop and implement pathways to self-employment for schools and college leavers	Schools Colleges	July 2023	Increase business start up rate to be in line with or better than Tees Valley Positive employment jobs growth in line with or better than Tees Valley	ONS (% of total business count) No of jobs available per 100 working age population	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) 60 Hartlepool 72 Tees Valley (2019)	25 additional new start businesses 39,900 (2025) or 2,300 additional jobs p.a.

4. Sites and premises						
Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Commission a study to understand the current supply and demand, and opportunities to develop business accommodation in Hartlepool	TVCA Commercial property agents	September 2022	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Support the development of the Teesside Freeport and the associated sites in Hartlepool, alongside continued support for development to Hartlepool Port and Able Seaton Port.	TVCA Able UK PD Ports	Ongoing	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Work with Hartlepool Power Station and TVCA to identify continued use of the site post decommissioning	EDF Energy TVCA	December 2024	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Continued support to the process industry including addressing future skills requirements	TVCA	March 2025	Increase productivity in businesses to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	Gross Value Added (GVA) ONS (UK Business Count)	£44,537 Hartlepool, £49,165 Tees Valley (2019) 2,275 (2021) 245 Hartlepool,	£49,165 or increase by £4,628 (2025) 2,416 (2025) or 47 net additional business p.a. 260 (2025)

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				Number of businesses per 10,000 population	260 Tees Valley (2021)	
Explore opportunities to support the development of sites for green jobs.	TVCA	January 2024	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)
Support programmes to boost digital connectivity across the Borough, linked to the Tees Valley Digital Strategy	TVCA Digital providers	December 2024	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	2,416 (2025) or 47 net additional business p.a. 260 (2025)

5. Learning and skills development

Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Targets
Establish a clear and detailed picture of current and anticipated skills needs	Key employers Local learning providers TVCA	July 2023	Close the gap with overall Tees Valley employment rate Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population % of 16-64 with a formal qualification (Level 1)	60 Hartlepool 72 Tees Valley (2019) 86.2% Hartlepool 87.0% Tees Valley (2021)	39,900 (2025) or 2,300 additional jobs p.a. 460 additional 16-64 year olds (2025)
Work with learning providers to develop initiatives to address future skills needs, including exploring funding opportunities	Key employers Local learning providers TVCA	July 2024	Close the gap with overall Tees Valley employment rate	No of jobs available per 100 working age population	60 Hartlepool 72 Tees Valley (2019)	39,900 (2025) or 2,300 additional jobs p.a. 460 additional 16-64 year olds (2025)

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			Close the basic qualifications gap in line with the wider Tees Valley	% of 16-64 with a formal qualification (Level 1)	86.2% Hartlepool 87.0% Tees Valley (2021)	
Identify current barriers for Hartlepool residents to engage with training, employment and related support services, and explore initiatives to address these	Key employers Local learning providers TVCA	July 2023	Close the gap with overall Tees Valley employment rate Close the youth unemployment gap in line with Tees Valley Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population Claimant Count (18-24) % of 16-64 with a formal qualification (Level 1)	60 Hartlepool 72 Tees Valley (2019) 9.5% Hartlepool 7.7% Tees Valley (2022) 86.2% Hartlepool 87.0% Tees Valley (2021)	39,900 (2025) or 2,300 additional jobs p.a. Reduce by 128 claimants (2025) 460 additional 16-64 year olds (2025)
Develop a joined-up marketing plan to promote learning and training opportunities to Hartlepool residents	Key employers Local learning providers TVCA	May 2022	Close the gap with overall Tees Valley employment rate Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population % of 16-64 with a formal qualification (Level 1)	60 Hartlepool 72 Tees Valley (2019) 86.2% Hartlepool 87.0% Tees Valley (2021)	39,900 (2025) or 2,300 additional jobs p.a. 460 additional 16-64 year olds (2025)
Support the development of the Health and Social Care Academy and in a new Civil Engineering Academy to provide training opportunities for Hartlepool residents	Key employers Local learning providers	July 2024	Close the gap with overall Tees Valley employment rate Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population % of 16-64 with a formal qualification (Level 1)	60 Hartlepool 72 Tees Valley (2019) 86.2% Hartlepool 87.0% Tees Valley (2021)	39,900 (2025) or 2,300 additional jobs p.a. 460 additional 16-64 year olds (2025)
Establish links with Teesworks Skills Academy to provide job opportunities for Hartlepool residents	TVCA	July 2023	Close the gap with overall Tees Valley employment rate	No of jobs available per 100 working age population	60 Hartlepool 72 Tees Valley (2019)	39,900 (2025) or 2,300 additional jobs p.a.
Explore opportunities to address perceived gaps in digital skills in the borough to	TVCA	January 2023	Close the gap with overall Tees Valley employment rate	No of jobs available per 100 working age population	60 Hartlepool 72 Tees Valley (2019)	39,900 (2025) or 2,300 additional jobs p.a.

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address barriers to employment			Close the basic qualifications gap in line with the wider Tees Valley	% of 16-64 with a formal qualification (Level 1)	86.2% Hartlepool 87.0% Tees Valley (2021)	460 additional 16-64 year olds (2025)
Establish the nature and scale of demand for non-accredited learning amongst local businesses and develop opportunities for programmes in Hartlepool, including exploring funding opportunities	Key employers Local learning providers TVCA	January 2023	Close the gap with overall Tees Valley employment rate Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population % of 16-64 with a formal qualification (Level 1)	60 Hartlepool 72 Tees Valley (2019) 86.2% Hartlepool 87.0% Tees Valley (2021)	39,900 (2025) or 2,300 additional jobs p.a. 460 additional 16-64 year olds (2025)
6. Raising confidence and aspirations						
Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Establish better links between schools and local employers to promote careers opportunities available in Hartlepool	Local schools TVCA	July 2023	Close the gap with overall Tees Valley employment rate Close the youth unemployment gap in line with Tees Valley Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population Claimant Count (18-24) % of 16-64 with a formal qualification (Level 1)	60 Hartlepool 72 Tees Valley (2019) 9.5% Hartlepool 7.7% Tees Valley (2022) 86.2% Hartlepool 87.0% Tees Valley (2021)	39,900 (2025) or 2,300 additional jobs p.a. Reduce by 128 claimants (2025) 460 additional 16-64 year olds (2025)
Continued support of opportunities for local residents to undertake work placements, apprenticeship and graduate apprenticeships with local businesses	Key employers	July 2024	Close the gap with overall Tees Valley employment rate Close the youth unemployment gap in line with Tees Valley Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population Claimant Count (18-24) % of 16-64 with a formal	60 Hartlepool 72 Tees Valley (2019) 9.5% Hartlepool 7.7% Tees Valley (2022) 86.2% Hartlepool	39,900 (2025) or 2,300 additional jobs p.a. Reduce by 128 claimants (2025) 460 additional 16-64 year olds (2025)

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				qualification (Level 1)	87.0% Tees Valley (2021)	
Develop an ambassador programme with local business leaders to raise the aspirations of school pupils	Local schools Key employers	December 2023	Close the gap with overall Tees Valley employment rate Close the youth unemployment gap in line with Tees Valley Close the basic qualifications gap in line with the wider Tees Valley	No of jobs available per 100 working age population Claimant Count (18-24) % of 16-64 with a formal qualification (Level 1)	60 Hartlepool 72 Tees Valley (2019) 9.5% Hartlepool 7.7% Tees Valley (2022) 86.2% Hartlepool 87.0% Tees Valley (2021)	39,900 (2025) or 2,300 additional jobs p.a. Reduce by 128 claimants (2025) 460 additional 16-64 year olds (2025)

7. Developing social enterprises

Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Explore opportunities to strengthen support to existing and new social enterprises	LARCH HartlePower Social enterprises and charities	May 2023	Increase business start up rate to be in line with or better than Tees Valley Reduce business failure rate to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	ONS (% of total business count) New business survival rate (3 years) ONS (UK Business Count) Number of businesses per 10,000 population	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) 50% Hartlepool 54% Tees Valley (2019) 2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	25 additional new start businesses 24 more businesses surviving after 3 years 2,416 (2025) or 47 net additional business p.a. 260 (2025)

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Support charities and social enterprises in the area to grow through the LARCH partnership	LARCH HartlePower Social enterprises and charities	Dec 2023	Increase business start up rate to be in line with or better than Tees Valley Reduce business failure rate to be in line with or better than Tees Valley Bring the number of businesses in line with or better than Tees Valley	ONS (% of total business count) New business survival rate (3 years) ONS (UK Business Count) Number of businesses per 10,000 population	12.1% Hartlepool, 13.2% Tees Valley (Dec 2020) 50% Hartlepool 54% Tees Valley (2019) 2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021)	25 additional new start businesses 24 more businesses surviving after 3 years 2,416 (2025) or 47 net additional business p.a. 260 (2025)
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8. Public health impacts

Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Explore feasibility for businesses and developers to detail potential impact on public health when seeking planning permission, licences and funding.	Departments across Hartlepool Council TVCA	September 2023	Bring the number of businesses in line with or better than Tees Valley Increase productivity in businesses to be in line with or better than Tees Valley	ONS (UK Business Count) Number of businesses per 10,000 population Gross Value Added (GVA)	2,275 (2021) 245 Hartlepool, 260 Tees Valley (2021) £44,537 Hartlepool, £49,165 Tees Valley (2019)	2,416 (2025) or 47 net additional business p.a. 260 (2025) £49,165 or increase by £4,628 (2025)
Deliver a programme of events and initiatives for businesses to support the development of healthy	TVCA	December 2024	Bring the number of businesses in line with or better than Tees Valley	ONS (UK Business Count)	2,275 (2021)	2,416 (2025) or 47 net additional business p.a.

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workforces linking to the Hartlepool Health Strategy.			Increase productivity in businesses to be in line with or better than Tees Valley	Number of businesses per 10,000 population Gross Value Added (GVA)	245 Hartlepool, 260 Tees Valley (2021) £44,537 Hartlepool, £49,165 Tees Valley (2019)	260 (2025) £49,165 or increase by £4,628 (2025)
Develop a clear vision of the type of place Hartlepool aspires to become and joined-up approach to place promotion	Hartlepool Economic Forum TVCA	June 2023	Growth in overall visitor numbers to pre-pandemic levels Growth in value of visitor economy to pre-pandemic levels	STEAM	£3.72M (2019) £2.56M (2021) £199M (2019) £133M (2021)	£3.72M / increase by £1.16M (2025) £199M / increase by £66M (2025)

9. Developing a vision and place brand

Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Develop a Hartlepool ambassadors initiative to promote the town externally	Hartlepool Economic Forum	September 2023	Growth in overall visitor numbers to pre-pandemic levels Growth in value of visitor economy to pre-pandemic levels	STEAM	£3.72M (2019) £2.56M (2021) £199M (2019) £133M (2021)	£3.72M / increase by £1.16M (2025) £199M / increase by £66M (2025)
Develop a Destination Management Plan for Hartlepool linked to the Tees Valley DMP	TVCA Local tourism businesses	May 2023	Growth in overall visitor numbers to pre-pandemic levels Growth in value of visitor economy to pre-pandemic levels	STEAM	£3.72M (2019) £2.56M (2021) £199M (2019) £133M (2021)	£3.72M / increase by £1.16M (2025) £199M / increase by £66M (2025)

10. Developing the tourism offer

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Actions	Partners	Date to be achieved	Objective	Data source	Baseline	Target
Develop and deliver a marketing plan to promote the town's tourism offer	TVCA Local tourism businesses	December 2024	Growth in overall visitor numbers to pre-pandemic levels Growth in value of visitor economy to pre-pandemic levels	STEAM	£3.72M (2019) £2.56M (2021) £199M (2019) £133M (2021)	£3.72M / increase by £1.16M (2025) £199M / increase by £66M (2025)
Assess opportunities to develop a more ambitious programme of events and festivals and seek funding opportunities	Local venues TVCA	March 2023	Growth in overall visitor numbers to pre-pandemic levels Growth in value of visitor economy to pre-pandemic levels	STEAM	£3.72M (2019) £2.56M (2021) £199M (2019) £133M (2021)	£3.72M / increase by £1.16M (2025) £199M / increase by £66M (2025)
Devise a plan to maximise short and longer term opportunities linked to the Tall Ships Race 2023	Local venues Local tourism businesses TVCA	November 2022	Growth in overall visitor numbers to pre-pandemic levels Growth in value of visitor economy to pre-pandemic levels	STEAM	3.72M (2019) 2.56M (2021) £199M (2019) £133M (2021)	£3.72M / increase by £1.16M (2025) £199M / increase by £66M (2025)
Continue to strengthen the position of Hartlepool's tourism and cultural assets including Council owned facilities i.e. the Borough Hall, Town Hall, The Waterfront and Elephant Rock.	Local venues	December 2023	Growth in overall visitor numbers to pre-pandemic levels Growth in value of visitor economy to pre-pandemic levels	STEAM	£3.72M (2019) £2.56M (2021) £199M (2019) £133M (2021)	£3.72M / increase by £1.16M (2025) £199M / increase by £66M (2025)